

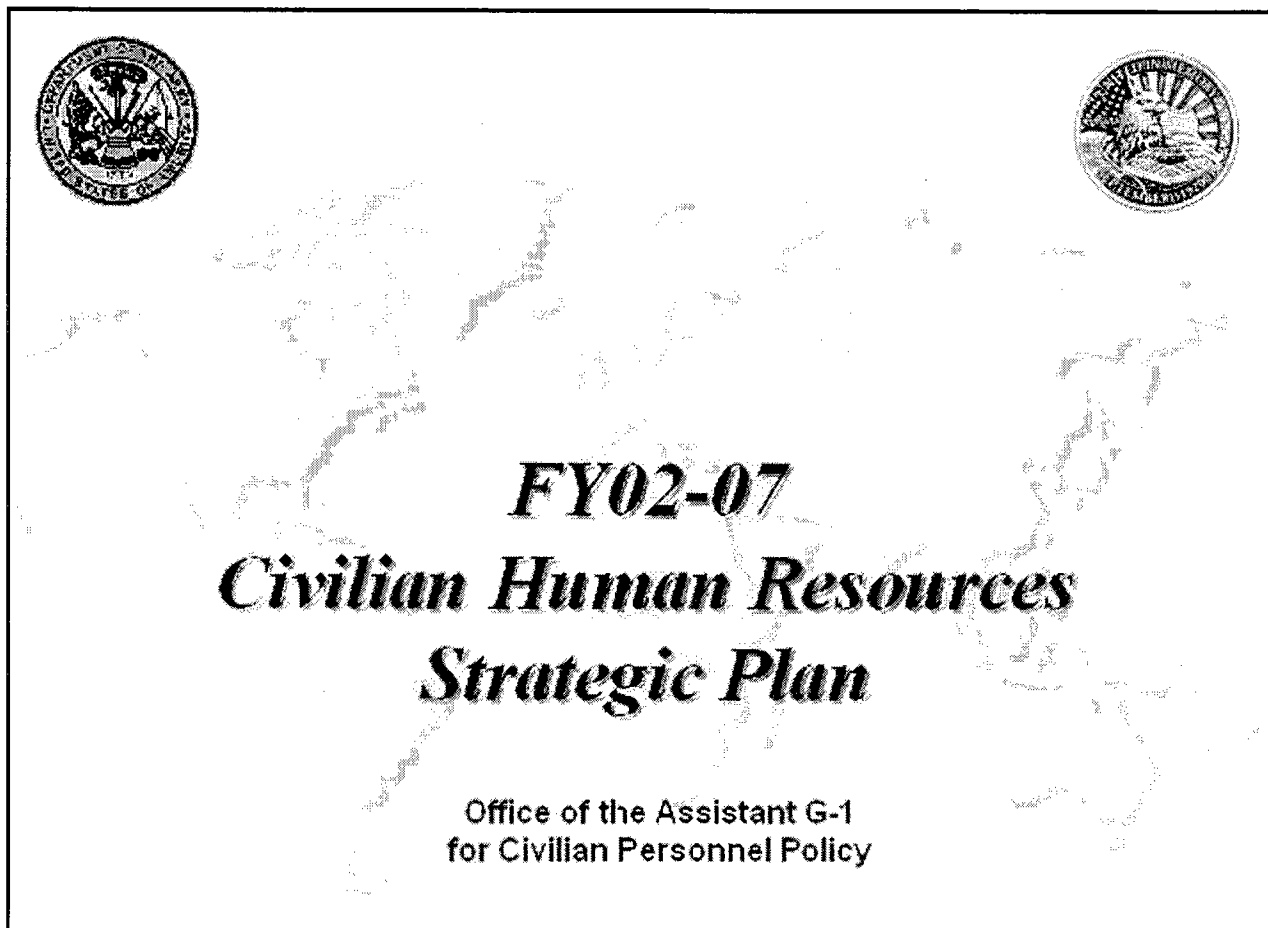
# APPENDIX D

FY02-07

## CIVILIAN HUMAN RESOURCES STRATEGIC PLAN

DEPARTMENT OF ARMY

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## FY02-07 Civilian Human Resources Strategic Plan

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## FY02-07 Civilian Human Resources Strategic Plan

### PREAMBLE

**"When the rest of the Army gets to the Objective Force in 2010 and beyond, the Personnel/Pay community will be transformed and ready for them."**

(Lieutenant General John Le Moyne, USA  
Deputy Chief of Staff, G-1)

The Army continues to be a recognized DoD leader in modernizing civilian human resources--there is still much more to do. Growth comes from new ideas, technologies, and management practices. We work hard to reshape and reinforce the significant role we play in providing support to manage the force. Our goals in this plan drive us to transform as a vital part of the Army.

This plan and your operational plans must be executed with full commitment. The core human resources functions, or life cycle functions as we know them-structure, acquire, distribute, develop, deploy, compensate, sustain, transition--don't change; but, how we do them will. Human resources transformation must produce a relevant, reliable, and reachable system with streamlined business processes, web-based technology, and a realigned work force. Transformed human resources capabilities include -

- paperless operations;
- universal access to self-service;
- point and click, intuitive customer operations;
- decision support tools;
- intelligent software applications.

We share the G-1 vision for a comprehensive and integrated human resources capability that enables the manning, readiness, and well-being of the Army through transformed systems, programs, policies, and procedures. We must strive to provide our leaders, commanders, and managers the best tools, programs, and services enabling them to manage the civilian force to accomplish the Army mission and to serve the soldier on the ground.

With our planning, metrics application, and work force forecasting capabilities, we can institutionalize and standardize our human resources systems making us competitive with the Nation's best.



/s/  
David L. Snyder  
Assistant G-1  
for Civilian Personnel Policy

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## FY02-07 Civilian Human Resources Strategic Plan

### Section I: INTRODUCTION

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Since developing our first Strategic Plan in 1996, the HR community has completed a fundamental overhaul of our operations. As history has proven, change will continue. Successful workforce planning will meet these often changing requirements.

The HR community will succeed through the efforts of its employees - human capital. We must continue to lead planning efforts, streamline processes, apply state-of-art-technology and employ a diverse and knowledge-based workforce.

Our priority emphasis areas and goals have not changed. We must continue to focus on planning for the future for our community as well as the total workforce.

#### PURPOSE

This Plan responds to the Army's Strategic Human Resources Development Plan requirement in The Army Plan (TAP) for quality people. The Plan also meets the requirements of the Government Performance and Results Act of 1993. The CHR strategic plan establishes our corporate priorities as we see them for the out years. It defines the direction of the CHR community to improve both the environment and readiness of the CHR team and the delivery and results of our products and services. The plan provides the framework for changes in culture, process, and partnership necessary for continued success into the 21st century.

#### APPLICABILITY AND SCOPE

This plan applies to CHR professionals to include personnel managers, supervisors, specialists, assistants, and administrative support staff at all organizational levels. It serves to strengthen the partnerships that CHR professionals have with leaders across Army and reinforces our commitment to human capital.

#### IMPLEMENTATION

Rather than prescribe specific actions or assign responsibilities, the Plan identifies priority emphasis areas, corporate goals, corporate strategies, and indicators of success for the CHR community. It also guides major commands (MACOM) and Independent Reporting Activities (IRA) in identifying actions that support the goals. The following describes the three-tiered process to implement this plan:

- **Tier I. Strategic Plan.** This plan establishes the CHR corporate framework. Each subgroup of the CHR team  $\frac{3}{4}$ - HQDA(DAPE-CP) Divisions; MACOMs; IRAs; civilian personnel advisory centers (CPAC); and civilian personnel operations centers (CPOC)  $\frac{3}{4}$  will use this plan to guide its annual planning efforts. Although subgroups may have different roles in contributing to the corporate goals, our combined efforts are necessary to provide the whole.
- **Tier II. Annual Operational Plans.** HQDA, MACOMs, and IRAs will develop and implement annual operational plans that set forth measurable objectives and actions that link to the corporate goals. These annual operational plans will address specific actions to support the corporate goals and to support mission-unique goals. Responsibility for each objective in the annual operational plan will be assigned to the appropriate CHR organizational unit. The format for operational plans is not prescribed but an example format is at Appendix A. Components may task subordinate activities to develop plans that link to their annual operational plans. For example, a MACOM may task a CPAC to develop an annual operational plan.
- **Tier III. Individual Performance Plans.** Supervisors and employees will determine responsibility and accountability for achieving actions in the annual operational plans and include these responsibilities in appropriate individual performance plans. The annual operational plans can

also be the basis for identifying training and developmental assignments that will enable employees to contribute and excel.

HQDA, MACOMs, and IRAs will develop operational plans for each fiscal year that include:

- Annual objectives and tasks that support both the corporate-level and mission-unique goals.
- Performance measures for each objective or task that include responsible party and measures such as expected outcomes and milestones.

HQDA will use information from the operational plans to learn and to "market" the creative and innovative actions that the entire CHR team is planning to support the corporate goals. Annual operational plans for the next fiscal year will be submitted by 30 September of each year to HQDA(DAPE-CP-PL), 2461 Eisenhower Avenue, Alexandria, VA 22331. The HQDA operational plan will be posted on CPOL by August 31 of each year.




## **EVALUATION**

The corporate goals are broad and define the primary emphasis areas. Goals are the major milestones on the way to the Vision. They can be thought of as mini-Visions and may be difficult to measure. The objectives and tasks set forth in the annual operational plans provide the performance measures that identify achievements toward the goals. These performance measures should be written so that they focus on outcomes rather than how many administrative processes were completed.

Each year, HQDA, MACOMs, and IRAs will evaluate their operational plans against established performance objectives for three purposes: (1) to measure progress; (2) to identify areas that may require redistribution of resources; and (3) to develop the objectives for the next year. This step links evaluation back to planning and is part of the planning/evaluation process.

The operational plan evaluations will be used by HQDA to market CHR accomplishments and to assess the validity of the strategic plan. HQDA will combine the evaluations with information from other sources to determine what progress is being made toward the corporate goals and whether the goals should change. The other sources include the annual civilian attitudinal survey, the HQDA Annual Evaluation, U.S. Army Civilian Personnel Evaluation Agency survey reports, the CPOC Productivity Reports, and other special program reviews.

Evaluations of operational plans are due by 30 November of each year to HQDA (DAPE-CP-PL), 2461 Eisenhower Avenue, Alexandria, VA 22331.

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## FY02-07 Civilian Human Resources Strategic Plan

### Section II: CORPORATE CORE

Our mission, vision, values, and guiding principles make up our corporate core. They identify what we do, why we do it, and how we do it. Our corporate core is intrinsically linked to the Total Army's mission, vision, and values.

#### **MISSION**

##### **Army Mission**

*"The Army shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land ..."*  
Title 10, USC: Section 3062

##### **CHR Supporting Mission**

*Provide customers with flexible human resource strategies and solutions to recruit and retain a highly effective, capable force*

#### **VISION**

##### **Army Vision**

*Soldiers on point for the nation ---  
persuasive in peace, invincible in war*

##### **G-1 Vision**

*A Comprehensive and Integrated Army Human Resource Capability that Enables the Manning, Readiness, and Well-Being of The Army Through Transformed Systems, Programs, Policies and Procedures*

#### **ARMY VALUES**

Army values apply to the Total Army. They define the identity of America's Army. The trust that the American people have in the Army depends upon our identifying with and adhering to these values. Values help define our character and provide guideposts for personal character development and moral reasoning.

- **L**oyalty entails bearing true faith and allegiance to the US Constitution, the Army, the unit, and to the individual.
- **D**uty entails fulfilling professional, legal, and moral obligations.
- **R**espect means to promote dignity, consideration of others, fairness and equal opportunity.
- **S**elfless service proposes placing Army priorities before self.
- **H**onor is adhering to the Army's publicly declared code of values.
- **I**ntegrity is possessing high personal moral standards and being honest in word and deed.
- **P**ersonal Courage is manifesting physical and moral bravery.

FM 22-100, Army Leadership

#### **CHR GUIDING PRINCIPLES**

- *Develop a technically competent and confident CHR team that is strategic in its approach to CHR issues, concepts, and daily operations, and committed to providing responsive, innovative, and professional products and services to the customer.*
- *Support a professional CHR work force focused on providing efficient and effective products and services to the customer.*
- *Retain a quality CHR work force by offering professional, educational, and career enhancing opportunities and by providing a quality work environment.*

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## FY02-07 Civilian Human Resources Strategic Plan

### Section III: : FUTURE FOR ARMY CHR PROFESSIONALS

The HQDA function in human resource management is " *providing direction and policy governing utilization of active and reserve military personnel and civilian employees and oversight of the personnel life cycle and management of services for the family and the retired community ... From a HQDA perspective, human resource management involves basic philosophies on when and how to employ both military personnel (active and reserve components) and civilians. Human resource management encompasses all facets of personnel life cycle management from recruitment to separation, inclusive of families and the retired community, and helps ensure a quality force.* "

DA Pamphlet 100-01, Force XXI Institutional Army Redesign

The competing and competitive forces that leaders face today, and will continue to confront in the future, demand organizational excellence. The efforts to achieve such excellence - through a focus on organizational and individual learning, maximizing human potential, quality, teamwork, and reengineering - are driven by the way organizations get things done and how they treat their people. These are fundamental Civilian Human Resources (CHR) issues. Never has the Army CHR professional been more necessary. We (Army CHR professionals) expect to look different as we work with leaders and partner with labor organizations to meet these challenges and expand our roles to serve as strategic partners, change agents, and interactive problem solvers in the work place. The following is a profile of the new Army CHR professional:

- Understands the missions, goals, and work processes of the organization.
- Partners with leaders in developing and implementing civilian and contractor force strategies.
- Improves organizational capacity for change by serving as agents of continuous transformation - integrating stakeholder/customer expectations to shape organizational values and cultures, strategies, systems, and structures.
- Collaborates in integrative problem solving with other human resource management functions (e.g., EEO, manpower, resource management, legal services, contracting, and labor organizations) to achieve and maintain a competent, focused, and ready civilian force.
- Delivers proactive, customer-focused, effective and efficient CHR administrative services.
- Supports an environment that values diversity and maximizes employee potential.

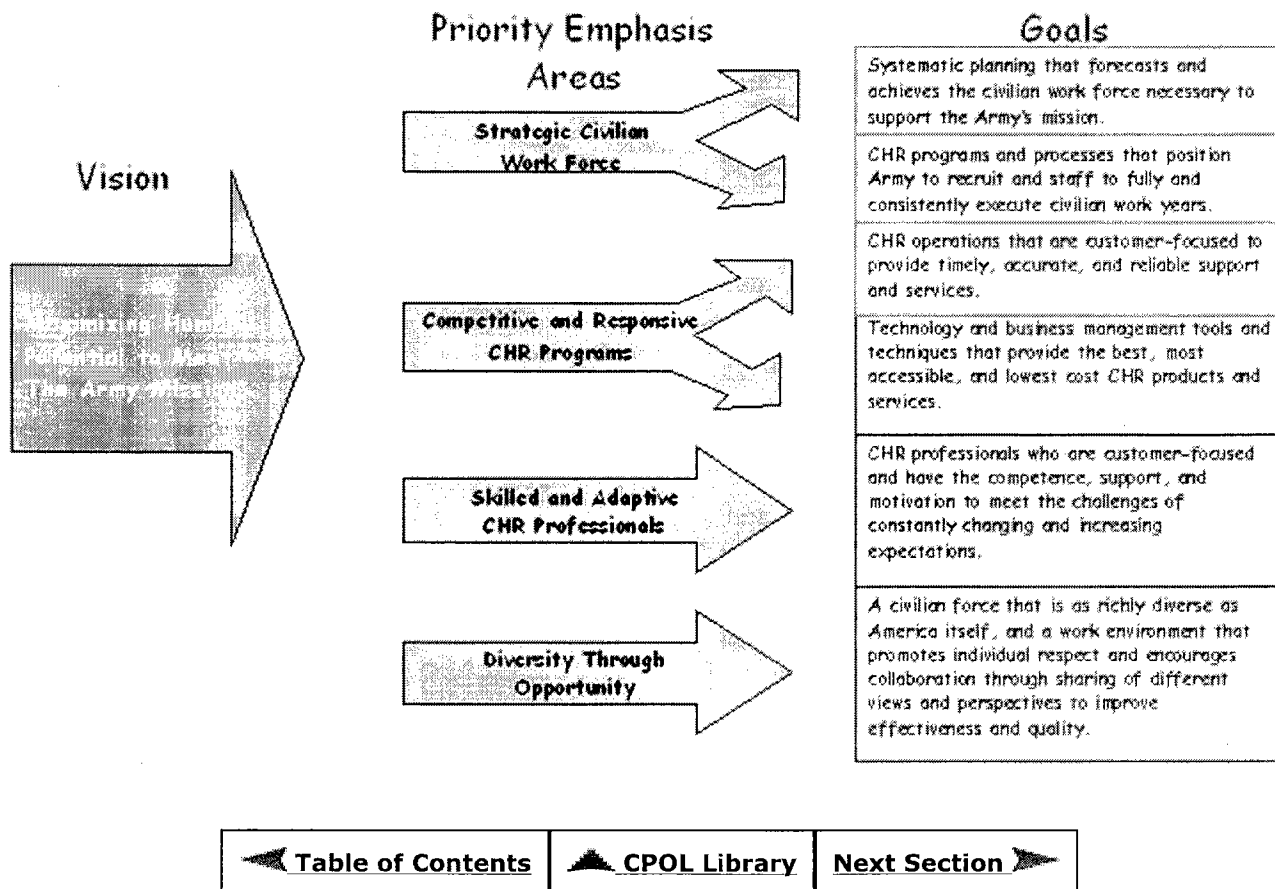
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## FY02-07 Civilian Human Resources Strategic Plan

### Section IV: Priority Emphasis Areas and Corporate Goals

*The Army Plan (TAP) FY 2000-2015* projects an anticipated environment beyond 2015 that will place different demands on HRM. The Army must invest in acquiring, training, and retaining its total force into the 21st century. This will require development of a Strategic Human Resources Development Plan that includes continual and ongoing analysis and forecasting of the work force and workload requirements to provide responsive transitional strategies such as succession planning and leadership development.



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**FY02-07 Civilian Human Resources Strategic Plan****Priority Emphasis Area - STRATEGIC CIVILIAN WORK FORCE****Corporate Goal 1: Systematic planning that forecasts and achieves the civilian work force necessary to support the Army's mission****What Is the HQDA strategy?**

Lead planning efforts to forecast and achieve the civilian objective force (COF) † based on mission requirements and to establish a Headquarters institutionalized structure for iterative processes.

**What can MACOMs/IRAs do?**

- Participate with HQDA in developing structure and processes for identifying the COF.
- Participate with Manpower and/or Resource Managers to identify the COF.
- Participate with HQDA in identifying and implementing transitional strategies to achieve the COF.
- Encourage a multi-functional approach to civilian work force planning at all levels within MACOMs.
- Work with HQDA to ensure adequate intern intake and execution of ACTEDS funding.

**What are some indicators of success?**

- CHR participation on COF process action teams and in other forums for COF developmental efforts.
- Systematic structures and processes developed that identify civilian workload requirements to meet Army's mission needs in order to project and achieve the COF.
- Enabling CHR transitional strategies - policies and programs to achieve the COF.
- Personnel lifecycle management ‡ linked to planning and budget processes at all levels.
- Adequate intern intake and developmental opportunities to meet succession requirements.

† Personnel requirements based on mission and doctrine by skill (technical, supervisory, and education), type (permanent, temporary, or contractor), quality, and size of force.

‡ The phases of the personnel life cycle are structure, acquire, train, sustain, and separate.

**Corporate Goal 2: CHR planning and processes that positions Army to recruit and staff to fully and consistently execute civilian work years.****What Is the HQDA strategy?**

Streamline classification and staffing processes and provide flexibility and delegated authorities so that Army can fully and consistently execute civilian work years.

**What can MACOMs/IRAs do?**

- Work with CPACs and CPOCs to develop responsive recruitment strategies.
- Follow Army-wide reengineered processes.
- Execute within 1% of budgeted civilian work force.
- Support HQDA efforts to improve fill time over FY99.
- Monitor productivity to identify trends for opportunities for improvement.
- Fully deploy FASCLASS I/II and Delegated Classification Authority

**What are some indicators of success?**

- MACOMs and independent reporting activities fully execute budgeted civilian work force.
- Fill rate improves over FY00 performance of 6% improvement.
- 75% of vacant positions are filled from first referral effort.
- Improved customer satisfaction.

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